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DEVELOPMENT STAFF

ANNUAL REPORT OF PROGRESS AND PROGRAM PLANS

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CONTENTS

PAGE

SECTION I - MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS
(1 July 1955 to 30 June 1956)

1. Monitoring the Career Planning Function in the Agency . . . 1
2. Monitoring and Evaluating the Performance of the
Individual Career Services. 3
3. Administration of Career Development Programs 3

SECTION II - STATUS OF CURRENT PROGRAM AND PLANS FOR CURRENT YEAR
(1 July 1956 to 30 June 1957)

1. General 6
2. Current Status of Development 6
3. Proposed Plans for Current Year 9

SECTION III - PROGRAM OUTLOOK FOR BUDGET YEAR
(1 July 1957 to 30 June 1958) 10

APPENDIXES:

- Appendix A - Statistical Report on JCD and SCD Programs 1
- Appendix B - Report on the Participants in the SCD Program
(September 1953 to 30 June 1956) 11

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DEVELOPMENT STAFF

ANNUAL REPORT OF PROGRESS AND PROGRAM PLANS

The Development Staff was officially activated on 1 July 1955 and three persons were assigned to three of the five positions that comprised the Development Staff Table of Organization. The Development Staff has as its mission: (1) Monitoring the career planning function in the Agency, (2) Monitoring and evaluating the performance of the individual Career Services, and (3) Administering the Junior Career Development (JCD) Program and the Senior Career Development (SCD) Program. In addition to the above three major areas of activity, a member of this Staff performed during the report period the Recorder's function for the CIA Honor Awards Board. A special report on the Honor Awards Program has been made and is not incorporated in this report.

SECTION I - MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS

(1 July 1955 to 30 June 1956)

The progress and accomplishments for the fiscal year of 1956 are reported below for each of the three major areas of activity for which the Development Staff is responsible.

1. MONITORING THE CAREER PLANNING FUNCTION IN THE AGENCY

a. Upon activation the Staff assumed the responsibility for the initiation of regulatory issuances regarding career development. Prior to the report period, drafts of Regulation No. [REDACTED], "Career Development" had been prepared by the Planning and Analysis Staff (PAS) in collaboration with Placement and Utilization Division (PUD) and the Career Service Staff (CSS). These drafts had encompassed only the two special programs for career development.

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It was decided that Regulation No. [REDACTED] should cover the area of career planning and that Regulation No. [REDACTED] should cover the special development programs. In accordance with this decision, the Staff initiated these two regulations. At a later date it seemed advisable to confine Regulation [REDACTED] to the JCD Program since it was determined that an exhaustive analysis of the SCD Program should preclude formalization of policies and procedures of the SCD Program in a regulatory issuance. Regulation [REDACTED] "The Junior Career Development Program," was published on 14 January 1956.

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At the suggestion of the Inspector General the Career Council determined that the March 1956 meeting of the Council would be devoted to the subject of Individual Career Development Plans in the Agency. The Inspector General also requested that reports be made to the Career Council by Heads of Career Services on their respective present policies, programs and procedures related to individual career planning for employees under their jurisdiction. The Development Staff, under the direction of the Deputy Director of Personnel for Planning and Development, initiated the request for these reports and participated in a meeting of the secretaries of the various Career Services to brief them on the preparation of these reports. These reports were compiled and summarized as necessary by the Development Staff and were submitted to the Council along with a staff study on the problems of individual career planning.

25X1A This Staff prepared three staff studies in reference to Career Planning for Individuals. These staff studies were discussed by the CIA Career Council at three regular meetings and at a special meeting held on 24 May 1956, attended by Heads of all Career Services and Operating Officials. Regulation No. [REDACTED] "Career Planning for Individuals," based on these staff studies was approved by the Council on 26 July 1956. The Career Preference Outline form attached to Regulation No. [REDACTED] was prepared by this Staff and approved by the Council and is now being published. The adoption of an Agency-wide policy and procedures with respect to career planning for staff personnel provides uniformity in career planning requirements and procedures and provides guidance to the Heads of Career Services in their individual career planning functions.

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b. The Staff participated in the preparation of OPM No. 20-110-7, "Individual Career Planning," which provides for a formal program of career planning for members of the Personnel Career Service. Members of the Staff have also made contacts with representatives of other Career Services on the subject of individual career planning. Participation in and discussion of the career planning programs of the various Career Services provided basic material for the formulation of policies and procedures for an Agency-wide individual career planning program.

c. The Deputy Director of Personnel and the Acting Chief of this Staff discussed the criteria for selection of participants and application procedures for the Junior and Senior Career Development Programs at one session of Curie College in April.

d. A standard one-page Biographic Profile has been designed in the Office of Personnel and has been proposed for Agency-wide use. This Biographic Profile is proposed for use in the preparation of Career Preference Outlines, the Competitive Promotion program, and other various normal and recurrent types of personnel action. Members of the Staff collaborated with officials in Personnel in determining information to be included in the Profile and have prepared staff studies on the proposed use of this Profile.

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2. MONITORING AND EVALUATING THE PERFORMANCE OF THE INDIVIDUAL CAREER SERVICES

The Development Staff has the mission of monitoring and evaluating the performance of the individual Career Services to determine uniformity of performance and compliance with the intent and purpose of the CIA Career Council. The basic approach to the discharge of this responsibility is through analysis of quarterly reports which are submitted to the Council by each Career Service in accordance with a memorandum from the Chairman, CIA Career Council to Heads of Career Services, dated 25 February 1955. The Development Staff analyzes these reports and prepares a Summary Report of the activities of the various Career Services. The Summary Report for the period 1 January to 30 June 1955 summarized the organization of the Boards and Panels concerned with the personnel management of the individual Career Services and reviewed the activities and accomplishments of the various Career Services. Copies of this 51-page Summary Report were distributed to Operating Officials and Chairmen of Career Service Boards and Panels.

A Summary Report for the third quarter 1955 (1 July to 30 September 1955) and a six-months Summary Report for the period 1 October 1955 to 31 March 1956 were also prepared and distributed during the report period to the CIA Career Council, Operating Officials, and Chairmen of Career Boards and Panels. Considerable interest in these reports has been shown by the Inspector General and many other officials in the Agency and it is considered to be an effective means of providing an interchange of information regarding policies, procedures, and techniques used in the implementation of the Agency career program.

The Staff has served as a clearing house for career service information since its inception and has submitted information upon request to various Career Services and Agency officials. These requests have been to a great extent on an informal basis and were in general seeking information related to organization, membership, and policies of the various Career Boards or Panels.

3. ADMINISTRATION OF CAREER DEVELOPMENT PROGRAMS

a. General

The responsibility for the administration of the JCD Program and the SCD Program was transferred from the Personnel Assignment Division to the Development Staff on 1 July 1955. The JCD Program was instituted May 1954 and few major changes in the basic purpose, policy, and procedures have been made since that time. The so-called Senior Career Development Program was first introduced in 1952 as the Rotation Loan Program and later was commonly called the Senior Career Development Program to distinguish it from the Junior Career Development Program.

b. Development in Career Development Programs

(1) Career Development Positions

(a) As of 1 July 1955, 40 positions (15 vouchered and 25 unvouchered) all of which were established on a T/O authorization, were available for utilization by participants in the SCD Program. The JCD Program was approved for 30 positions, eight of which were established in a T/O authorization.

(b) As of 31 July 1955, the ceiling allocation for the SCD and the JCD Programs was 33 positions, 29 of which were allocated to the SCD Program and 4 to the JCD Program. All these positions were filled. Five additional persons had been approved for participation in the programs (4 in the JCD and 1 in the SCD) and nine requests for SCD positions were on hand.

(c) On 15 September 1955, a staff study on the status of the career development programs in relation to ceilings established in the Office of Personnel was submitted to the CIA Career Council. As a result of the Council's discussion, the Deputy Director (Support) directed the allocation of 48 positions for the two career development programs and that the T/O authorization be changed so that any of the 48 positions were available for either of the two programs. The Deputy Director (Support) also authorized double slotting to a reasonable degree persons newly selected for participation in the career development programs in order to provide the necessary flexibility to maintain the programs during the transition period.

(d) On 8 April 1956, the Deputy Director (Support) directed the adjustment of the T/O for the career development programs to meet the current ceiling authorization. This adjustment resulted in reducing the T/O for the Junior Career Development Program to 6 positions and the Senior Career Development Program to 27 positions.

(2) Administration of Career Development Programs

The CIA Career Council approved a change in the mechanism for selecting candidates for participation in the career development programs. The JCD Program had formerly been administered by the Committee for Career Development of Junior Personnel and the SCD Program was administered jointly by the Director of Personnel and the Director of Training, acting for the CIA Career Council. During the report period a Career Development Committee consisting of the Director of Personnel, Chairman; the Director of Training, and two members, one appointed by the DD/I and one by the DD/P was established. This Committee was delegated the responsibility of administering both programs. This administrative change was later formalized in Regulation No. [REDACTED]

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c. Participation in the Career Development Programs

A statistical report on the number of participants in the Career Development Programs during the report period is attached (Appendix A). This report shows the number of participants as of 1 July 1955 and 30 June 1956 and the total number for the period 1 July 1955 to 30 June 1956, including the breakdown according to grade range, type of program, and major components sponsoring participants.

(1) Senior Career Development Program

During the period 1 July 1955 to 30 June 1956, a total of 55 persons participated in the Senior Career Development Program, approximately 84% of these persons were engaged in training activity external to the Agency and the other 16% were engaged in intra-Agency rotational development. During this period a total of 25 requests for positions to be allocated for participation in the SCD Program were received in this Staff. All requests but two were approved and the 23 individuals approved for the Program were transferred to the Office of Personnel, Career Development Authorization.

(2) Junior Career Development Program

During the period 1 July 1955 to 30 June 1956, a total of 11 persons participated in the JCD Program, all engaged in intra-Agency rotational development including internal training to supplement their on-the-job development. Two JCD participants resigned from the Agency and one completed his program, making a total of eight participants as of 30 June 1956. Two other individuals have been approved for the JCD Program and will begin career activities which are scheduled for them in September and October respectively.

The JCD Program adhered closely to its original stated purpose to give junior personnel with executive potential an opportunity to develop by making available to them varied rotational and training experience. This Program has not been active as originally planned as evidenced by the relatively few applicants, and the even lesser total number of participants. This is partially because the SCD Program was already being used for a limited number of rotational assignments when the JCD Program was established. Both programs provide slots which are not charged to the T/O's of Operating Components, but the JCD Program is competitive and more selective.

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SECTION II - STATUS OF CURRENT PROGRAM AND PLANS FOR CURRENT YEAR

(1 July 1956 to 30 June 1957)

1. GENERAL

25X1A a. The Development Staff began the current year with three persons assigned to the four positions that currently comprise the Staff's Table of Organization. This Staff continues to provide recorder and administrative support to the Honor Awards Board. Under the Honor Awards Program set forth in Regulation No. [REDACTED] "Honor and Suggestion Awards," the responsibilities of the Honor Awards Board have increased. In conjunction with this, the recorder's duties and administrative support to the Board will require in the current year more time for the performance of this added responsibility. It is anticipated that activities of the Honor Awards Program will continue to increase in fiscal years 1957 and 1958 as a result of additional publicity for the Program and the fact that the Agency Honor Awards (medallions, certificates, etc.) are currently available for presentation.

b. In the current year, the emphasis of the activities of the Development Staff will shift to the functioning of the career service system, thus, the functional areas of responsibility of (1) monitoring the career planning function in the Agency and (2) the monitoring and evaluating the performance of the individual Career Services will be the major functions of the Staff. The cancellation of the Senior Career Development positions in the Office of Personnel and the transfer of the Junior Career Development Program to the Office of Training will allow the Staff to concentrate on the Agency's career service program.

Due to the limited staff and the pressure of work involved in the administration of the two career development programs, the activities in monitoring and evaluating the career service function in the Agency have not been sufficiently developed or emphasized. Since the regulatory "base" for career planning for individuals (Regulation No. [REDACTED] has been completed the emphasis will be placed on the actual functioning of the Agency's career service system.

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c. The functional areas of responsibility outlined in Section I are discussed below in reference to current status and proposed plans for the current period.

2. CURRENT STATUS OF DEVELOPMENT

a. Monitoring the Career Planning Function in the Agency

25X1A (1) Regulation No. [REDACTED] "Career Planning for Individuals," with the attachment, Career Preference Outline, has been forwarded to Regulations Control Staff and will be published at an early date.

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It is planned that the Career Preference Outline form will be printed and available in Supply Rooms by the time the Regulation is distributed.

(2) The proposed brochure on the CIA Career System, which was begun by this Staff in April 1955, is still in the process of preparation. Due to pressure of work, increased responsibilities and a limited staff, no work is currently being done on this brochure.

(3) The final draft of the Biographic Profile form and a staff study on the use and preparation of these profiles are currently being prepared in the Office of Personnel for presentation to the CIA Career Council. Members of this Staff are collaborating with members of Plans Staff and other Divisions in the Office of Personnel on this project.

b. Monitoring and Evaluating the Performance of the Individual Career Services

The Summary Report of the Activities of the Career Services for the second quarter 1956 (1 April to 30 June 1956) is in the process of preparation. The second quarterly reports from the various Career Services were due 15 July 1956, but some reports are outstanding. It is anticipated that the Summary Report for the past quarter will be submitted to the Career Council, Operating Officials, and Chairmen of Career Boards and Panels on or before 30 September 1956. This report will be of particular interest throughout the Agency inasmuch as it will include recent organizational changes made in the Clandestine Career Service and the Administration Career Service.

c. Administration of Career Development Programs

(1) The Senior Career Development Program

The Development Staff prepared a detailed report on the Senior Career Development Program from September 1953 to 30 June 1956 (Appendix B). This report included (a) a roster of all participants in the Program (b) analytical breakdown by sponsoring component giving names of participants, (c) numerical breakdown by grade, type of program and training location, and (d) roster of present participants and scheduled completion dates of their programs. This report was discussed on 26 June 1956 with the Deputy Director (Support) by the Deputy Director of Personnel for Planning and Development. The Deputy Director (Support) requested that a staff study based on this report be prepared recommending the cancellation of the Senior Career Development positions on the T/O of the Office of Personnel and be submitted to the CIA Career Council. This staff study was prepared by the Development Staff and was submitted to the Council on 26 July 1956. The Council approved the following recommendations:

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1. To cancel the 27 Senior Career Development positions on the T/O of the Office of Personnel.
2. To reassign the individuals encumbering the SCD positions to the respective sponsoring components, and
3. To redistribute, if necessary, the budget allotment made to the Office of Personnel for SCD positions to the components sponsoring present program participants.

In accordance with this decision memorandums prepared by the Development Staff and signed by the Director of Personnel were forwarded to components sponsoring present program participants directing them to effect personnel actions to reassign these individuals to their components, assignment to be effective not later than 9 September 1956. Memorandums returning applications for Career Development positions, which had not been acted upon by the Career Development Committee, were forwarded to the respective requesting officials.

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A memorandum to the Deputy Director (Support) recommending the revision of Regulation No. [REDACTED] "Tables of Organization," to allow the exemption of staff employees engaged in full-time external training for 30 days or more was prepared by this Staff and signed by the Director of Personnel. The transfer of the present participants in the Senior Career Development Program will involve certain administrative duties for a short period of time.

(2) The Junior Career Development Program

(a) As of 1 August 1956 there are eight active participants and two individuals approved for the JCD Program. Definite plans for formal training and rotational assignments are made for all the participants for a period of at least six months.

(b) The CIA Career Council on 26 July 1956 approved the incorporation of the JCD Program in the expanded JOT Program and the transfer of present JCD participants to the Office of Training. This transfer will be effected as soon as the regulation outlining the policies and procedures of the JOT Program is published.

(c) The Development Staff is preparing a detailed report on each of the present incumbents in the JCD Program. These reports, which will cover all the activities and training in which these individuals have participated while in the Program, will be submitted to the Office of Training with copies to the respective Career Services of these individuals.

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3. PROPOSED PLANS FOR CURRENT YEAR

The projected activities of the Development Staff are outlined below:

a. Monitoring the Career Planning Function in the Agency

(1) Providing information to Heads of Career Services and other officials concerned with information, as necessary or upon request, in regard to personnel management techniques to implement their career planning programs for individuals. It is anticipated that the Deputy Director of Personnel for Planning and Development and members of the Staff will participate more and more in group conferences of officials in various Career Services to discuss problems and procedures of career development.

(2) Reviewing Career Service reports and Career Preference Outlines to determine the effectiveness of the career planning program for individuals in the Agency. Emphasis will need to be placed on this function since formal Career Preference Outlines are required for Agency personnel by Regulation No. [REDACTED]. It is anticipated that periodic reports will be made to the CIA Career Council regarding the accomplishments of the career planning program for individuals. After the program "gets under way" it can be expected that various changes in the procedures will need to be effected in implementing the program. Suggested changes would require coordination with the various Career Services and in some cases referral to the Council. 25X1A

(3) Completing the brochure "CIA Career System" which has been directed by the CIA Career Council. This project is long overdue and should be given first priority in the current year.

(4) Preparing other information media (brochures, notices, articles in various house organs) concerning membership in the CIA Career Staff and other matters related to the Agency career system. The Council has emphasized the fact that the career system and benefits of membership in the Career Staff have not been given sufficient publicity within the Agency.

(5) Working with representatives of Plans Staff, FED, and RSD of the Office of Personnel in preparing the final draft of the Biographic Profile form and developing policies and procedures for the use of this form.

b. Monitoring and Evaluating the Performance of the Individual Career Services

(1) It is planned that all subsequent summary reports will be prepared and distributed on a quarterly basis in order that information regarding policies, procedures and techniques used in the various Career Services may be more current. With increasing emphasis on career service

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activities in the Agency the summary reports will be utilized more and more by the Council, Operating Officials, and Career Management Officers since these reports include information concerning the organizational structure of all the Career Services as well as rosters of the names of the chairmen and the secretaries of the Career Boards and Panels. Information concerning the organization and activities of all the Career Services is not available in any other place in the Agency. The summary reports serve as a valuable interchange of information regarding policies, procedures and techniques used in the implementation of the Agency career program, and thus should be a means of encouraging more uniformity in the career management function of the various Career Services as well as pointing up many innovations developed by various Career Boards and Panels, some of which might profitably be adopted as Agency-wide policies and procedures.

(2) It is planned that more collaboration will be effected with officials in the various Career Services, Career Management Officers, Office of Training and the Personnel Assignment Division of the Office of Personnel in regard to the analysis and evaluation of present career development policies, procedures and techniques.

SECTION III - PROGRAM OUTLOOK FOR BUDGET YEAR

(1 July 1957 to 30 June 1958)

1. A projection of anticipated Staff activity for the period 1 July 1957 through 30 June 1958 assumes that the Agency's career program will by that time be firmly entrenched as the basic personnel management system of the Agency. The responsibilities of the Career Council will certainly increase and thus the Office of Personnel will need to submit more information regarding the functioning of the various Career Services and furnish additional administrative support to the Council. The Development Staff would be the logical place to coordinate career management matters to be submitted for the Council's consideration. No significant increase in the Staff's Table of Organization should be required.

2. It can also be assumed that the career development for individuals will be emphasized more and more. It is anticipated that the Development Staff will initiate a program which provides guidance materials regarding career opportunities in the Agency to supervisors and individual careerists in the Agency. This function would be performed in collaboration with Career Management Officers in the various Career Services and also with representatives of the Office of Training, PAD and PED of the Office of Personnel.

3. The Staff will continue to serve as a clearing house for career service information and will submit information to the Council and the various Career Services upon request. These requests will gradually be on a more formal basis than they have been in the past and will require in many cases decisions by the Council. It is hoped that more liaison between Career Management Officers and other officials of the various Career Services may be encouraged by the Office of Personnel in relation to the function of individual career planning.

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CAREER DEVELOPMENT PROGRAMS
STATISTICAL REPORT ON
JCD AND SCD PROGRAMS

AS OF 1 JULY 1955 AND 30 JUNE 1956

AUTHORIZED POSITIONS				NUMBER OF PARTICIPANTS			SPONSORING COMPONENT			PROGRAM		GRADE RANGE		
Vouchered	Unvouchered	Total		JCD	SCD	TOTAL	DD/I	DD/P	DD/S	External Training	Internal Training & Rotation	GS-9	GS-11	GS-12-13-14-15
AS OF 1 JULY 1955	15	25	40	5	31	36	20	10	6	25	11	7	11	10 3 2 3
AS OF 30 JUNE 1956	14	19	33	8	30	38	19	14	5	25	13	6	11	8 7 3 3
FOR PERIOD 1 JULY 1955 THROUGH 30 JUNE 1956														
NUMBER OF PARTICIPANTS		GRADE RANGE			SPONSORING COMPONENT			PROGRAM		IN PUT	COMPLETED PROGRAM	RESIGNED	INCUMBENCY AS OF 30 JUNE 1956	
		GS-9	GS-11	GS-12-13-14-15	DD/I	DD/P	DD/S	External Training	Internal Training & Rotation					
JCD	11	1	5	3 2 0 0	10	0	1	0	11	6	1	2	8	
SCD	55	9	13	14 6 8 5	19	26	10	47	8	24	25		30	
TOTAL	66	10	18	17 8 8 5	29	26	11	47	19	30	26	2	38	

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